

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D.C. 20505

National Intelligence Council

2 March 1982


47

Miss Lorna Brennan
Secretary for Membership Affairs
Council on Foreign Relations, Inc.
58 East 68th Street
New York, New York 10021

Dear Miss Brennan:

I am writing to endorse the candidacy of [redacted] as a term member of the Council. I have worked with [redacted] for several years and testify to his expertise in the field of international affairs. As you know, he is now a Special Assistant to the Director of Political-Military Affairs in the State Department and is deepening his already substantial knowledge of foreign relations. I am confident that he would be a useful addition to the roster of Council members.

Sincerely,


Henry S. Rowen
Chairman

DD-1601-82



United States Department of State

*Director of Bureau of Politico-Military Affairs
Washington, D.C. 20520*

February 24, 1982

Mr. Henry Rowen
Chairman
National Intelligence Council
Central Intelligence Agency
Room 7E62
Washington, D.C. 20505

Dear Harry:

Thanks so much for agreeing to second my nomination for term membership in the Council on Foreign Relations. I am sending Albert Wohlstetter a letter asking him to write the nominating letter. Bob Osgood, Rick Burt and Dick Solomon have all agreed to write supporting letters.

I am enclosing a copy of my vita, a biographical sketch and the Council's guidelines for membership. They should be of some help in writing the letter.

I know how terribly busy you are and I appreciate your taking the time to do this. Thanks again for your support.

Best regards.



STAT

Special Assistant to the Director

Enclosures: Vita
Bio sketch
Council guidelines

Council on Foreign Relations, Inc.

MEMBERSHIP SELECTION PROCEDURE

Membership in the Council is by invitation of its Board of Directors, which acts at least twice a year on a list of candidates proposed to it by the Membership Committee. That committee, itself chosen with an eye toward maintaining diversity, is composed of five members of the Board and six non-members of the Board who serve for terms of four years. The Council's by-laws require that at least two of the non-Board members of the Committee be under the age of 40 when appointed. All names proposed for membership in the Council are referred to the Membership Committee, which also meets at least twice each year. Council membership is restricted to U.S. citizens (native-born or naturalized) and to permanent residents of the United States who have made formal application to become citizens.

In its search for qualified younger candidates, the Membership Committee is assisted by a special Term Membership Committee consisting of nine Council members with its chairman drawn from the Membership Committee itself. The Term Membership Committee meets once each year, usually in the spring, to evaluate candidates, age 30 and younger, for consideration as five-year term members of the Council. When the program began in 1970, the Board limited term memberships to no more than 10 each year. The program has been so successful, and the number of highly qualified candidates so great, that the Board has gradually raised the limit on the number of term members elected each year to its present level of 25.

Procedure for Proposing Candidates

Current procedure requires that every candidate for membership must be formally proposed in writing by one member and seconded by at least one other member of the Council. Members of the Council's Board and Membership Committee are precluded from writing in any candidate's behalf.

1. Proposing Letters

Letters proposing a candidate for consideration by the Membership Committee should touch on the following criteria which have always been basic to the Committee's consideration of membership candidates:

1. Intellectual attainment and expertise;
2. Degree of experience, interest, and current involvement in international affairs;
3. Promise of future achievement and service in foreign relations;
4. Potential contributions to Council work;
5. Desire to participate in Council activities;
6. Standing among his or her peers.

To the extent not included in the above, proposing letters should include biographic information about the candidate (a separate curriculum vitae or a reference to Who's Who will suffice, where available), which must include his

or her date of birth and, if foreign-born, a statement that he or she has been naturalized or is a permanent resident who has made formal application for citizenship. Finally, the proposer should supply the Council with a list of Council members to whom the candidate is well-known.

2. Seconding Letters

Seconding letters need not be so comprehensive, but should amplify why, in the opinion of the writer, the given candidate should be considered for Council membership. Thoughtful insights are far more important than formal endorsements. While technically only one seconding letter is required to assure that a candidate's name will be forwarded to the Membership Committee, a proposer will frequently arrange one or two additional letters in behalf of his or her candidate. Such letters are particularly helpful to the Membership Committee where they add information or insights about a candidate not already contained in the proposing or seconding letter.

All proposing, seconding and supporting letters should be addressed to Miss Lorna Brennan, Secretary for Membership Affairs, Council on Foreign Relations, Inc., 58 East 68th Street, New York, New York 10021.

3. Timetable

The preparation of membership files for submission to the Membership Committee is a continuing process. Candidates whose files are not completed in time for any given meeting of the Committee are carried forward, without prejudice, to the next following meeting.

Membership Committee Guidelines

In considering candidates who come before it, the Membership Committee is aided by guidelines adopted in 1973. The guidelines include target numbers that are used as norms for judgment by the Membership Committee in determining how many members the Council should have in each of several major occupational groups and geographic areas as well as the appropriate age distribution within each category. Targets are re-examined annually to take account of the existing membership and to reflect current needs.

The Membership Committee treats targets as suggestive, not as precise, rigid quotas. Since quality of the individual under consideration remains the single most important criterion, the Committee does not lower its admission standards to meet an arbitrary goal, nor will a candidate, otherwise well-qualified, be denied election simply because the suggested target number in his or her occupational or age group has been exceeded. The targets and guidelines remind the Committee of the need for balance and diversity in the membership as a whole and help insure that the Council will encompass a wide range of constituencies and views.

As of June 30, 1980, including those candidates elected by the Board at its June meeting, total Council membership stood at 2,035, 41% of whom live in or near New York, 22% in or near Washington, and 37% in other parts of the United States and overseas. Broken down by profession, 29% of Council members

- 3 -

are involved in business or banking, 18% as scholars or academic administrators, 17% as government officials, 14% as administrators of non-profit institutions, 10% as lawyers, 10% as journalists, correspondents, and communications executives, with 2% in other occupations. Looking at the profile geographically, suggested targets have been met in Washington in almost all age brackets, and have been approached in Boston and New York. In New York the category of banking and finance is already strongly represented at all ages. Application of the guidelines to the membership profile as of June 30 indicates that the major occupational group which most needs strengthening is business (commerce and industry rather than lawyers or bankers) under age 50, including both resident and non-resident. Another under-represented area of continuing interest is labor. Different perspectives and fresh insights can also be provided through the nomination of candidates from occupations and disciplines not normally associated with foreign policy. The nomination of candidates from these areas, from those parts of the country not already well-represented, and of younger candidates generally will be particularly welcome.

Notification of Candidates

At every meeting the Membership Committee is faced with a list of more candidates than there are vacancies. Thus it is inevitable that the names of some candidates will appear before the Committee on several occasions. Given the high level of the competition generally, some candidates may never be elected even though they be thought by some to meet the individual qualifications outlined above.

Candidates recommended by the Membership Committee and elected by the Board are so notified, as are their proposers and seconders. Candidates who are unsuccessful at any meeting are not notified, since they remain eligible for consideration at subsequent meetings of the Committee. The process is entirely one of affirmative selection, i.e., from the large and evolving pool of nominees, the Committee and the Board select a number of members without prejudice to the candidacies of those remaining in the pool.

John Temple Swing

January 1981

Page Denied

Next 7 Page(s) In Document Denied